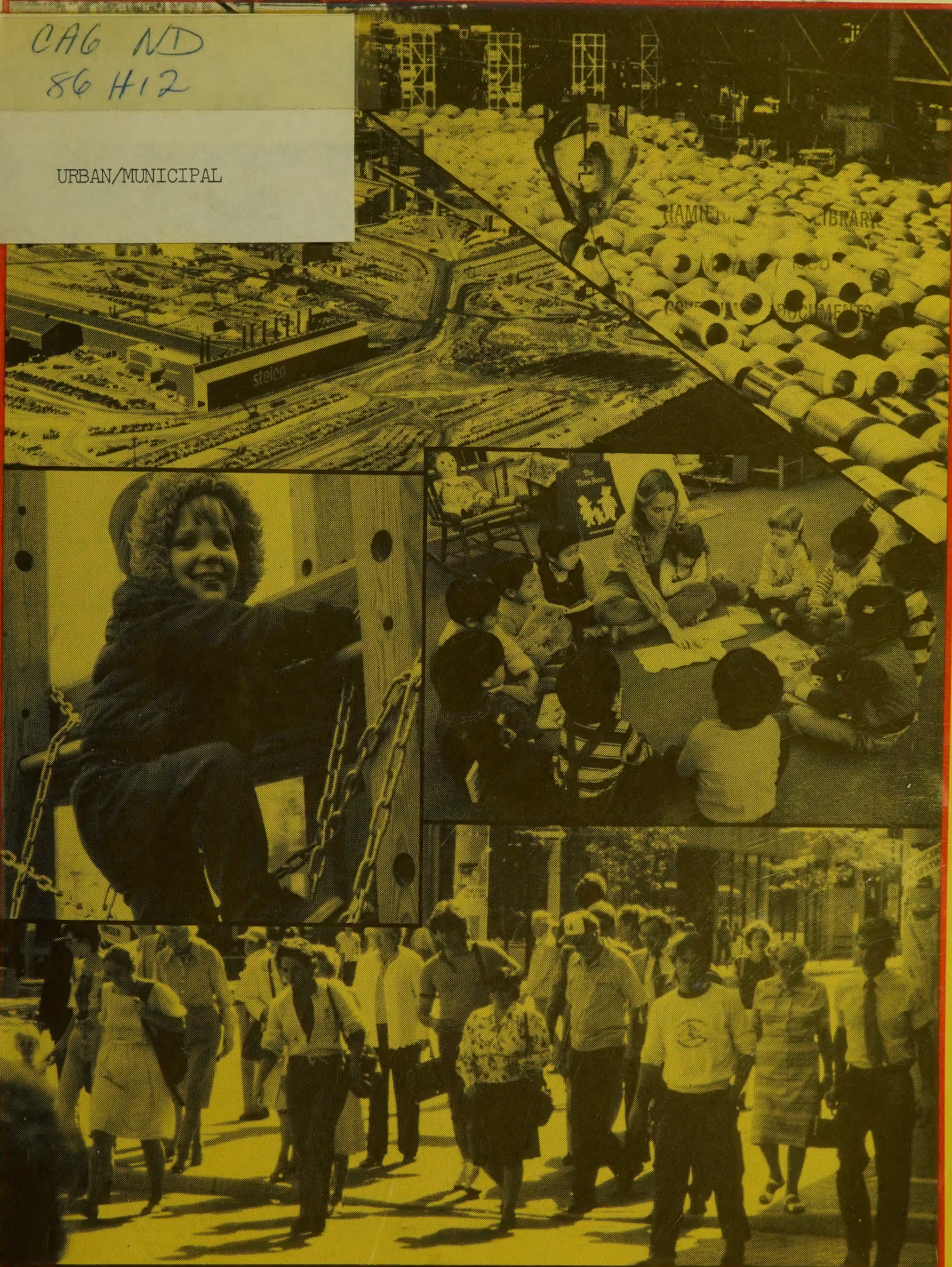
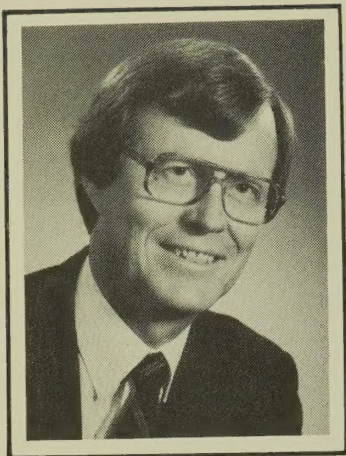


CAG ND
86 H12

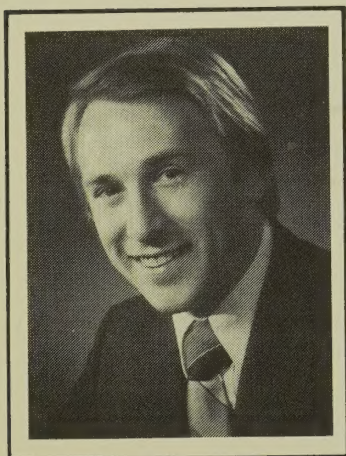
URBAN/MUNICIPAL



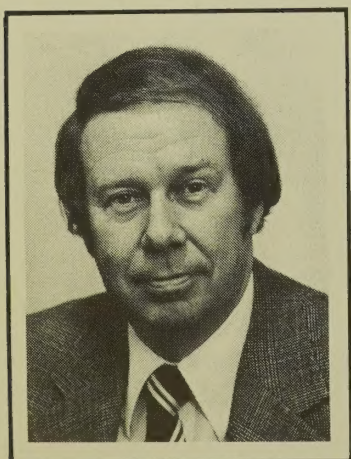
THE HAMILTON CHALLENGE



Richard Allen, MPP
Hamilton West



Brian Charlton, MPP
Hamilton Mountain



Bob Mackenzie, MPP
Hamilton East



LEGISLATIVE ASSEMBLY

HAMILTON LIBRARY
MAY 27 1986
GOVERNMENT DOCUMENTS

April 2, 1986

Dear Friend

As part of the continuing consultation process we have been engaging in since the fall of 1984, we are pleased to announce a one day conference entitled: The Hamilton Challenge - Proposals for Community-based Economic Renewal.

This conference is the culmination of many hours of discussions and many pages of correspondence provided by representatives, like yourself, from the various sectors of Hamilton's economy. We, and our staffs, have sifted through the material presented and have prepared a draft of the Hamilton Challenge.

The report contains many recommendations of a local nature, while others will require the cooperation of the federal and provincial governments. This report will be the basis of a conference to be held Saturday May 24, 9 a.m. to 5 p.m. at Hamilton City Hall. This conference will allow a large number of community representatives, including yourself, to make comments and criticisms on the draft, as well as, putting forth further recommendations.

Copies of the Hamilton Challenge Report, and a detailed agenda will be forwarded to you by the end of April. We would appreciate it, if you, or someone from your organization, could contact Richard Allen's Constituency Office (278 King Street West, Hamilton, L8P 1B2) to inform us of your interest in attending the conference.

We look forward to hearing from you and meeting with you on May 24.

Again, our thanks for your cooperation, and let's make this conference the stepping stone for full economic renewal in Hamilton.

Yours sincerely

Richard Allen

Richard Allen, MPP

Brian Charlton

Brian Charlton, MPP,

Bob Mackenzie

Bob Mackenzie, MPP



LEGISLATIVE ASSEMBLY

HAMILTON LIBRARY

MAY 27 1986

GOVERNMENT DOCUMENTS

May 5, 1986

Dear Friend

As announced in our letter of April 2, we are hosting a conference on May 24 to discuss the enclosed report "The Hamilton Challenge." The one day conference, at City Hall, invites representatives from Hamilton's community organizations to comment on the recommendations contained in the report, as well as suggesting new ideas to help Hamilton's economic renewal.

To ensure that everyone in attendance has ample opportunity to participate in discussions, the conference will be divided into four groups. We would appreciate it if you could inform us which group you wish to participate in.

Groups A and B will discuss Health Care, Religion, Energy and Environment during the morning. The afternoon sessions will cover Sports and Recreation, Education, Manufacturing, Labour, the Enterprise Centre, the Community Development Investment Fund and the Community Economic Renewal Unit.

The morning session for Groups C and D will examine proposals covering Social Services, Tourism, Housing, and Cooperative Community Development. The afternoon discussion will focus on Local Government, Transportation, Arts and Culture, Small Business, the Enterprise Centre, the Community Development Investment Fund and the Community Economic Renewal Unit.

The Conference's final hour will be dedicated to a discussion of the implementation of the major recommendations that have been agreed upon.

We would appreciate it if you, or your representative could contact Bill Thompson, Richard Allen's constituency office, either in writing (278 King Street West, Hamilton, L8P 1B2) or by phone (527-2556) to confirm your attendance.

We certainly hope that your attendance at this conference will reflect a broad participation in the process of renewing Hamilton's economy.

Yours sincerely

Richard Allen

Richard Allen
Hamilton West MPP

Bob MacKenzie

Bob MacKenzie
Hamilton East, MPP

Brian Charlton

Brian Charlton
Hamilton
Mountain, MPP

Opseu:593

CONFERENCE CO-SPONSORED BY THE HAMILTON STEELWORKERS AREA COUNCIL

HAMILTON CHALLENGE CONFERENCE

May 24, 1986 Hamilton City Hall

Agenda

9:15 - 10:00

Opening Remarks
Greetings from Hamilton Mayor Bob Morrow
Room: Main Council Chambers

10:00 - 10:45

Guest Speaker - Eunice Grayson
City of York
Learning Enrichment Foundation
Room: Main Council Chambers

10:45 - 11:00

BREAK - Coffee and Donuts
2nd Floor Lobby

11:00 - 12:30

1st Panel Session
Group A - Council Chambers
Group B - Room 219
Group C - Room 233
Group D - 2nd Floor Lobby

12:30 - 1:30

LUNCH
2nd Floor Lobby

1:30 - 3:45

2nd Panel Session
Group A - Council Chambers
Group B - Room 219
Group C - Room 233
Group D - 2nd Floor Lobby

3:45 - 4:00

BREAK
2nd Floor Lobby

4:00 - 5:00

Summary of Panel Discussions
Closing Remarks from Regional Chairman
William Sears
Room: Main Council Chambers

This conference would not have been possible without the sponsorship and cooperation of the Hamilton Steelworkers Area Council.

Richard Allen, MPP - Hamilton West
Brian Charlton, MPP - Hamilton Mountain
Bob Mackenzie, MPP - Hamilton East



LEGISLATIVE ASSEMBLY

HAMILTON LIBRARY
MAY 27 1986
GOVERNMENT DOCUMENTS

In the fall of 1984, three Hamilton MPPs - Richard Allen (Hamilton West), Brian Charlton (Hamilton Mountain) and Bob Mackenzie (Hamilton East), initiated a series of 16 meetings attended by almost 200 people representing many different economic sectors in Hamilton. The purpose of these meetings was to discuss the state of the local economy and make proposals to renew the Hamilton area.

Following the meetings, many people submitted written comments. From these written proposals, the extensive community meetings and the contributions of local experts, the Hamilton Challenge report is being circulated to a broad range of community groups.

The report will be the subject of a one-day conference. The conference should refine many of the report's recommendations and suggest methods of local implementation. The broader recommendations contained in the Hamilton Challenge will need the support of our provincial and federal governments. We hope Hamilton area MPs and MPPs will pressure their respective governments to act on these proposals.

May, 1986
opseu:593

TABLE OF CONTENTS

Introduction	1
Manufacturing	3
Cooperative and Community Industrial Development	4
Small Business	5
Local Government	6
Housing	7
Labour	8
Social Services	10
Health Care	11
Transportation	12
Tourism	13
Sports and Recreation	15
Environment	16
Energy	17
Arts and Culture	18
Education	19
Religion	21
Conclusion	22
Appendix A - Enterprise Centre	23
Appendix B - Community Development Investment Fund	24
Appendix C - Community Economic Renewal Unit	24
Appendix D - Groups Represented	25

INTRODUCTION

The 1980's have been tough times for most of Canada and that includes Hamilton. Unemployment skyrocketed in the early 1980s and its debilitating effects are still being felt by individual families and the Hamilton community as a whole. Business enterprises of all sizes, but especially small businesses, were ravaged by the high interest rates brought on by the federal government's economic policies. Large corporations, such as Stelco and Dofasco, brought in new technologies that are resulting in the loss of thousands of local jobs.

The economic dislocations of the 1980s brought despair to some and a sense of resignation to others. "The recession is a world-wide phenomenon and there is little we can do about it" was the explanation offered by the federal and provincial governments. Hamilton, fortunately, has shown the willingness to go beyond the passive acceptance of whatever fate it is dealt by the international market place.

Signs of expanding economic activity and recovery are more than welcome. They are not, however, the product of any thought-out local response to the decline of industry and the rise of a new economy. Many remain on the sidelines. For them recovery is an illusion. Young people and women trying to enter the workforce still face a very difficult time while many older, unskilled workers remain permanently displaced by the economic "downsizing" and corporate rationalizations of recent years. For the rest of us, returning prosperity could vanish as quickly as it came.

Conferences and forums of different types have been held in Hamilton in the past couple of years to examine methods by which the city can create for itself a positive economic future. Although these meetings have proven so far to be more discussion than results oriented, they have demonstrated Hamilton's desire to take up the economic and social challenges it faces.

In the fall of 1984 the New Democrat MPP's from Hamilton, Richard Allen, Brian Charlton, and Bob Mackenzie, set out to engage in informal dialogue with people in as many sectors of the Hamilton economy as possible. They wanted to produce a series of recommendations that could be implemented locally and to suggest some strategies to the two senior levels of government that would provide sensible support for the local economy.

Three assumptions

Three assumptions underlay this project, and in turn they were borne out by the series of 16 informative and productive meetings held.

First, for Hamilton to rise to the challenge, a comprehensive approach is necessary. The community must be viewed as an economic whole. Sectors such as health care, arts and entertainment, education, and even religion must be recognized alongside industry and commerce for the wealth they produce. Indeed, in a modern advanced economy it is impossible to disentangle social, cultural and economic "goods". Any model of economic redevelopment for Hamilton presumes a more active, integrated, and aggressive posture in all sectors of the community.

Second, all forms of economic and social activities have associated costs and benefits. Health care, social services and education, for example, are often viewed as costs. They are, in fact, service industries in their own right. Not only do they have a direct impact on the local economy, but they provide an irreplaceable foundation for whatever productivity we have. On the other hand, heavy industry

and manufacturing, alongside the wealth they produce, entail costs in health, social well being, knowledge and environmental repair. A positive approach to the economic development of Hamilton requires a recognition and due response to the costs and the benefits of both the service and the traditional 'smokestack' industries. To separate them on the basis that the first are paid for on the public market (and are therefore costs) and the second on the private market (and are therefore investment) is an unhelpful approach. The costs and benefits of each are a necessary part of a balanced economy in a civilized society. To ensure positive economic development we must recognize both and use concerted local strategies to develop both.

Third, civic boosterism with its reliance on campaigns to recruit new industries is not enough. The larger proportion of local growth normally comes from within the existing economic base. Nurturing local industry -both social services and traditional - and helping it grow and spin off new undertakings is an important strategy which has largely been ignored. It is a great encouragement to note that as a result of over a year of activity, some of the ideas generated from the Hamilton Challenge, are already having an impact on regional economic thinking. Developing local industry is the one critical element in securing some control over our own economic destiny.

Non-traditional economic activities

For Hamilton to embark on the road of economic renewal and redevelopment it must experiment with some non-traditional economic activities.

Recommendations from the Hamilton Challenge report include the establishment of an Enterprise Centre to help small businesses and cooperative ventures grow, a Community Development Investment Fund to allow for a flexible and local source of capital to finance new enterprises, and an on-going Community Economic Renewal Unit to help provide direction for this process of renewal (i.e. identifying products to be made locally as part of an import replacement campaign).

The establishment of a Community Economic Renewal Unit is perhaps the key step in making Hamilton a model of community and economic redevelopment, and illustrates the need for co-operation among local groups. For true success, constant interaction is necessary between business, labour, local government, education, health research, cultural industries, environmentalists, recreationalists and religious organizations - not only at the level of ongoing discussion but in setting specific agendas for economic renewal.

The Hamilton Challenge proposes many other initiatives that can be taken at the community level as well as outlining several proposals that call for urgent action by the provincial and federal governments. The dual focus of the report is to demonstrate, on the one hand, how an active and aware community can go a long way towards dealing with its own problems, and, on the other hand, how larger decisions made by the senior levels of government (i.e. unfair taxation, implementing free trade, poorly planned financial support systems) can either hamper or enhance the ability of Hamilton to renew itself effectively as a vibrant, well-balanced, prosperous city.

MANUFACTURING

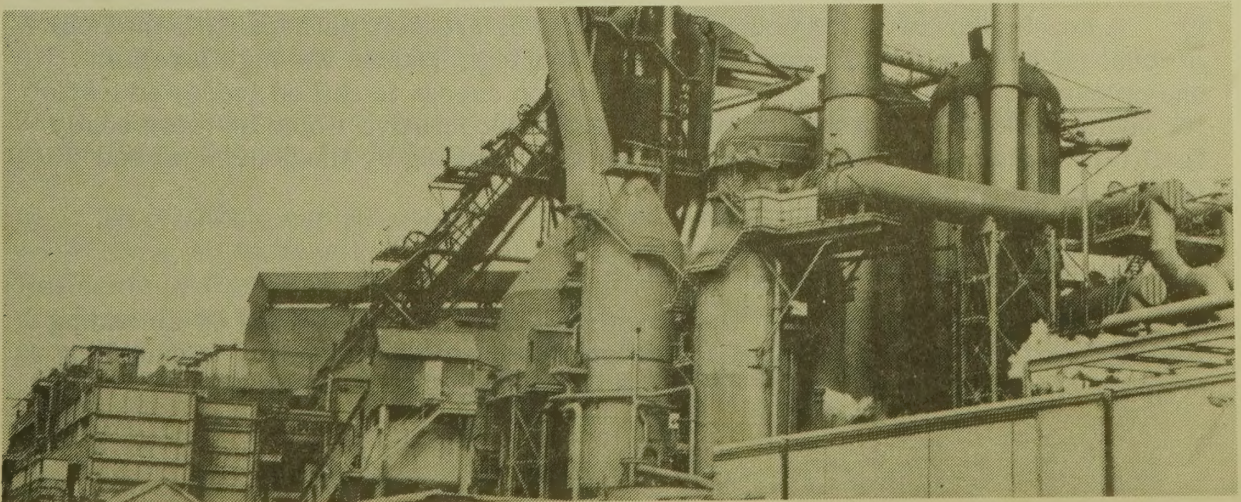
Large manufacturing has been the backbone of the local economy since the 19th century. This economic activity will remain important to Hamilton but will not remain as central. Because of technological change and increasing international competition, heavy industry such as steel will not be a source of employment growth.

Innovations which are part of economic renewal should occur through the reform of existing economic structures. Workers should have input into the operation of their economic enterprises rather than simply be economic commodities or 'human' resources.

To give working people greater control of their lives, there should be an expansion of the cooperative movement and the establishment of worker-owned enterprises. As well, private companies should set up structures in the workplace to enhance the role of the worker. Technological change committees in some corporations currently provide an example of how employees can use their input to ensure job security and job growth. To strengthen the potential benefits of employee participation, employers should set up contributory programs of paid educational leaves for their employees.

Local Recommendations

- 1) The current study being undertaken by the regional government of Hamilton-Wentworth to analyse the region's economic strengths and weaknesses is encouraging. The analysis should be on-going and include an assessment of the changing pattern of industrial development in Hamilton, to ascertain where there has been a real growth in smaller firms and to examine whether that growth relates to new product development, or whether it is a spin-off from the heavy industrial base.
- 2) As part of a greater effort to take advantage of the industrial and medical research potential in the area to help develop new and expand existing industry, the Regional Economic Development Department should establish a formal link between itself and McMaster University, the Canadian Metal Working Institute and the CAD/CAM Centre at Mohawk College.



Broader Recommendations

- 1) The provincial government should consider a program of technology brokerage to encourage individuals to develop technological innovations that protect employment in local industries.
- 2) The Ontario Research Foundation needs to be more closely related to community economic development with a greater practical application of its research and development through the Regional Economic Development Department.
- 3) The provincial government should provide legislation to set up mandatory technological change committee to give workers a greater say in the introduction of new technology.
- 4) The Ontario government should implement a program to allow workers to take paid educational leaves in order to upgrade the workforce to the mutual benefit of both employees and employers.

COOPERATIVE AND COMMUNITY INDUSTRIAL DEVELOPMENT

Hamilton has a sizeable and growing cooperative sector, especially in the credit union and housing sector. There are over 600 co-op housing units while Hamilton area credit unions have some \$650 million in assets. One of the benefits of a strong cooperative sector in Hamilton is that co-op developments are by necessity rooted in the community and oriented to service the local economy.

Hamilton has recently seen the tremendous public support for the development of workers' enterprise or ownership in the campaign for a cooperative at Canadian Porcelain. The Fund for Workers' Enterprise is still functioning and it is possible that new workers' co-ops will be developed soon.

Local Recommendations

- 1) The City of Hamilton should capitalize on the strength of its cooperative movement by assisting local efforts to win federal and provincial funding to establish a cooperative resource centre in the Hamilton area.
- 2) A housing construction cooperative should be created, perhaps with the help of local trade unions, to combat the housing shortage, reduce the high level of unemployment in the building trades, and develop access to skilled trades education for young workers. The establishment of such a cooperative would be more easily facilitated by an increase in the funding for coop housing by the provincial and federal governments.

Broader Recommendations

- 1) The provincial government should aid cooperative development by amending the Cooperative Corporations Act to recognize worker co-ops and by undertaking a program of assistance to worker co-ops as has occurred in Manitoba.



SMALL BUSINESS

In the last decade the majority of all new jobs in Canada have been created by small businesses. Small businesses operated by women have been particularly successful.

Governments have traditionally hampered the operations of these companies by frequently altering employee subsidy programs. As well governments have not used their financial resources effectively as they have given wage subsidies to firms that would have hired without the subsidy. Government funding should instead create new jobs.

Local Recommendations

- 1) With the support of local business organizations, labour groups, municipal governments and other community organizations, an Enterprise Centre should be established to provide fertile ground for new small businesses and co-ops to establish themselves to the point of economic independence. An Enterprise Centre would allow small businesses to reduce their start-up costs by sharing office/industrial space and clerical/advisory services. (See Appendix A.)
- 2) A local campaign should be undertaken to pressure the Ontario government to expand their funding for Enterprise Centres across the province.
- 3) To provide a capital pool from which new entrepreneurs or workers' co-ops could draw, a Community Development Investment Fund should be considered. Residents of Hamilton may loan some of their own savings to the fund and receive dividends from it. The capital raised by the Fund for Workers' Enterprise may provide a base for such a fund. Additionally, the provincial government may wish to contribute to the fund during its start-up period. (See Appendix B).

4) To coordinate effectively the activities of an Enterprise Centre, a Community Development Investment Fund, and other local economic renewal initiatives, a Community Economic Renewal Unit should be created. This unit would be composed of a small, energetic, professional core surrounded by compact groups of advisors who represent key community organizations. Although the unit's foundation must be a local initiative, on-going funding should come from all three levels of government. (See Appendix C).

5) The regional and city governments should give more detailed notice to small, especially retail, businesses about upcoming road construction projects so that the businesses may prepare for impending changes and disruptions. As well, more dialogue is needed at the local level between government and businesses about changes in zoning by-laws.

Broader Recommendations

1) The financing of municipal services must be shifted from property tax to more progressive, province-wide, personal and corporation taxes. These revenues should be transferred to municipalities as unconditional grants, which maintain both levels of support and local autonomy.

2) To encourage the home renovation sector of Hamilton's small business economy which has a great potential because of Hamilton's large stock of older housing, the federal government should alter its grants programs to make home renovation more accessible to those of a low and moderate income level. Canada Mortgage and Housing Corporation should also fine tune its performance standards for older homes.

LOCAL GOVERNMENT

The importance of the two levels of local government - the City of Hamilton and the Regional Municipality of Hamilton-Wentworth - can hardly be overestimated when examining the potential economic redevelopment of Hamilton. The two governments themselves are major economic players as they employ 3,500 people and spend hundreds of millions of dollars annually. The amount for 1985 was \$318 million. Perhaps even more significant is the fact that virtually every economic organization is affected by decisions made by the local governments, whether through zoning by-laws, building permits or property taxes.

Local government has an obligation not only to cooperate with economic development, but also to protect the health, social fabric and environment of the community that has too often been strained by economic growth. Local government has unnecessarily limited its role in local economic development. It is not enough to be a passive provider of services and active in the crisis service work of industrial society. Both of these roles flow from the civic booster model of development, focussed as it is on enticing outside investment. It seems that the city and the region deeply desire to move beyond this model, but are not sure how to do it - especially in the face of widespread business concern about "too much government".

The question however is not so much the scale of government, as the appropriateness of government activities. Local government can play a more active role in nurturing economic renewal.

Local Recommendations

- 1) The region should maintain an up-to-date register of all products produced in the area with a view to promoting them in Canada as import replacements.
- 2) The city should engage a new products and technology transfer consultant who would scout new and import replacement products, and the local entrepreneurial talent to develop and market them.
- 3) The regional government should establish an intergovernmental liaison office to take the demands of community groups, municipal officials, and local economic organizations to the senior levels of government to deal with any opportunities or difficulties, i.e. grants or other funding questions. This office for lobbying should be part of the region's economic development department.
- 4) The city should use its current statistical information to promote the use of vacant industrial space, especially in the north end.
- 5) Local government should halt the contracting out of services provided because of the job losses it entails for municipal employees.
- 6) The region should increase its promotional efforts by highlighting the area's economic strength, attractions and low-cost housing.

Broader Recommendations

- 1) The provincial government should announce its level of funding for municipalities well in advance of the fiscal year so that local governments can better plan their levels of expenditures. As well, the level of funding should be increased to make up for a decade of underfunding that has put a severe strain on property taxpayers.

HOUSING

With apartment vacancy rates below half a per cent, Hamilton faces a housing crisis. The waiting list for non-profit housing is shamefully long. Even though community groups and the local government have demonstrated their willingness and competence to provide housing, the responses of senior levels of government have been mixed. The provincial government indicated a renewed interest in addressing the problem while the federal government has been vague on its housing policies. Both governments must expand support of quality non-profit and cooperative housing.

Local Recommendations

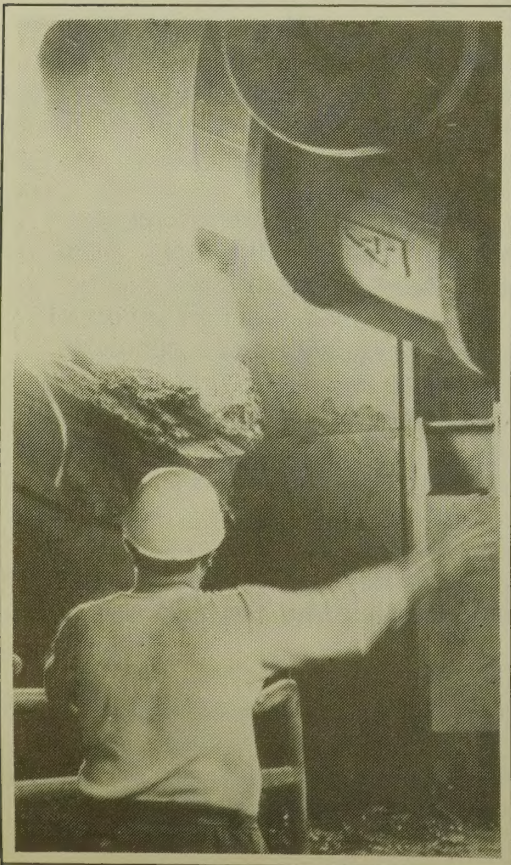
- 1) The regional government should bring into operation an emergency shelter to look after the immediate needs of individuals and families who are unable to find accommodation.
- 2) All local housing projects should have units specifically designated for use by disabled persons.
- 3) A local cooperative enterprise should be created to engage in the

rehabilitation of the city's older housing stock including conversion to rental units. These types of cooperatives will provide housing and provide young workers with skills training. Existing zoning, however, should be watched carefully to ensure the preservation of existing neighborhoods.

Broader Recommendations

- 1) The federal government should establish a policy of providing low, stable interest rates.
- 2) The Ontario government should build enough accomodation to make affordable housing available to those who cannot afford to compete in the open market.
- 3) Senior levels of government should encourage more construction of cooperative and non-profit housing to allow citizens greater control over their housing. All government sponsored housing should require a number of units designated for disabled persons.
- 4) To encourage the repair and renovation of the existing housing stock, all levels of government should explore developing flexibility in building codes to allow for the use of innovative techniques in restorations.
- 5) Coordinated planning by provincial and federal governments must occur to ensure the most effective use of every housing dollar.

LABOUR



Labour, especially organized labour, has played a major role in the city's life. Trade unions have won great improvements in earnings and living standards not only for their members but for society as a whole. Pensions, medicare, occupational health and safety, and basic employment rights were all pioneered under collective bargaining and they all later found their place as part of government policy.

It is the improved buying power of the Hamilton worker which fuels the local economy. For example, a study revealed that Hamilton suffered a loss of \$4 million per week in payroll due to the decline in employment in the steel industry in 1982/83. This loss certainly demonstrates the value of a fully employed workforce to the local economy.

Furthermore, we must recognize that at the root of all economic production lies creative labour. However as our free enterprise economy developed and capital became international, the contribution of individual workers and their organizations

became marginalized. Economic renewal must introduce alternative methods of economic organization to counter this marginalization and give workers a greater say in their future. Hamilton's highly skilled workforce should be an integral force in the city's redevelopment. Unions should be viewed as partners in providing solutions.

It is also necessary to examine our assumptions about the work week and the distribution of the benefits of technological change. As machines create greater wealth, we must be sure that workers get the benefit of more leisure time and communities keep local jobs.

Local Recommendations

- 1) Labour must be involved in any major redevelopment proposals, i.e. an Enterprise Centre, to ensure a well-balanced approach to community based development. This involvement will bring some of the particular skills of the workforce into such projects.
- 2) Union locals should assist laid-off members to establish cooperatives as part of Hamilton's economic renewal.
- 3) The regional government's economic development department should incorporate into its Hamilton-Wentworth promotional material on the positive and active role played by organized labour in the community.
- 4) A "History of Labour" museum should be set up to enhance citizen appreciation of the labour movement.
- 5) Discussions should begin with national union representatives for the establishment of a labour college in Hamilton.
- 6) The boards of education should devote sufficient resources to ensure that the existing labour studies curriculum is successfully introduced into Hamilton's classrooms.

Broader Recommendations

- 1) As part of an effort to increase employment opportunities, the government of Ontario should limit the amount of overtime worked by each employee. This can be established by immediately setting the legal work week at 40 hours, down from the present 44 and by allowing only four hours per week of overtime. Further reductions of the hours of work can then be implemented gradually.
- 2) The Ontario government should have the minimum wage adjusted annually to equal 60 per cent of the industrial composite wage for Ontario. The minimum wage should also cover all workers. Small businesses would receive financial help from the province to ease the transition to higher wage levels.
- 3) The recent changes to unemployment insurance which discourage early retirement should be reversed and federal and provincial policies should be developed to encourage early retirement.

SOCIAL SERVICES

In establishing a model of community economic renewal it is important to view the provision of social services not as a barely tolerable economic burden but as an economic activity. For example, the 65 agencies which have applied for grants from the regional government annually spend \$13 million, employ hundreds of Hamiltonians and engage over 7,000 others in volunteer roles. In the Hamilton area there are over 150 community based health and social service agencies.

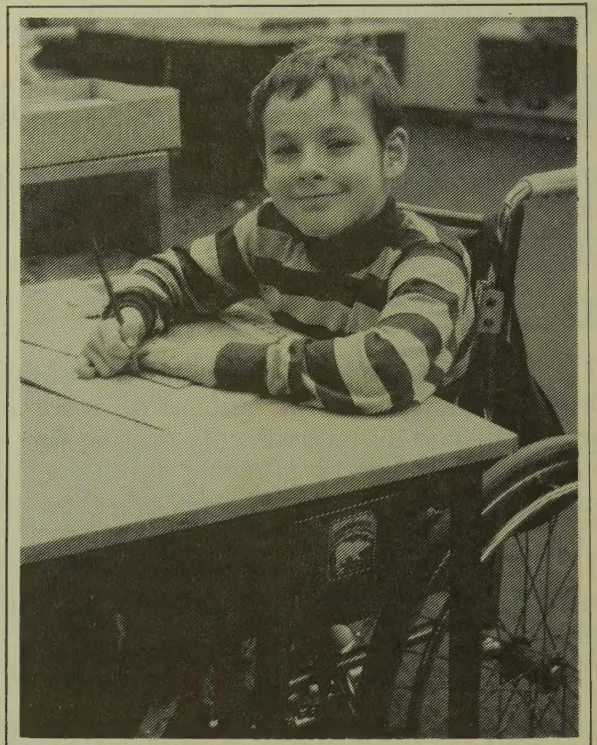
Organizations should be more concerned with employees' well-being. A greater emphasis is needed on employee retraining, earlier notice of lay-offs and help for employees to find new jobs.

Local Recommendations

- 1) The local and provincial governments should provide greater encouragement and assistance (operating grants, office space, etc.) to self-help groups. Target groups should include those harmed most strongly by the lingering effects of the recession - youth and women entering the workforce, and older unskilled workers - as they provide an important service while reducing government expenditures.
- 2) Programs and services that help people find work should be developed by local government and community groups. For example, there have been attempts by unions in Hamilton to help laid-off members.

Broader Recommendations

- 1) To counter the problem of financial instability for social service agencies, the provincial government should provide more funding and state well in advance of the fiscal year what the level of funding will be. In turn, the local levels of government should follow this practice of early notification of funding.
- 2) To complement short-term planning, the provincial and federal levels of government should be engaged in long-term planning to provide a framework for social policy. In particular, government social policy planning should examine the impact of an aging society, the implications of a greater percentage of women in the workforce (daycare etc.) and what can be done for the long-term unemployed.
- 3) The federal government should establish a comprehensive income replacement policy to catch those people who fall into the cracks between the current government income support programs. Government social policy should bring those already receiving social assistance to an income level above the poverty line.



HEALTH CARE

The health care sector injects \$500 million into Hamilton's economy and employs over 13,000 people. These substantial numbers have resulted from the desire of Canadians to achieve a comprehensive and fully accessible health care system. Nonetheless, important gaps in Ontario's health care policy, and Hamilton's health care needs, remain. Fulfilling these needs offers Hamilton a further avenue to achieve economic renewal.

Developing more community health centres to deliver integrated programs, eliminating regressive Ontario Health Insurance Plan premiums, providing adequate homecare programs to free up hospital beds in Hamilton and establishing government-run denticare are all actions we need to improve the health system in Hamilton.

To counter rising health care costs and improve life quality more emphasis needs to be placed on prevention of illness through programs to promote good health and on community living with a well-planned, properly financed program of deinstitutionalization. Hamilton has been relatively fortunate that the health care industry has operated in the city with a high level of community involvement. Hamilton is also fortunate because its medical expertise in research and practical applications has brought additional economic benefits to the city, although there has been surprisingly little in industrial spin-off.

The decade ending in 1984 was a period of retrenchment in the health care field. In the late 1980s and 1990s, however, there must again be progress in the government's approach to health care. The current redevelopment at Hamilton's hospitals is necessary. It is unfortunate that Hamilton, as a result of this construction, faces such a huge financial burden that must be tackled through local fundraising.

Local Recommendations

- 1) The regional government should help facilitate the establishment of a central sterilization and packaging plant to meet the objective of import replacements for disposable plastic medical apparatus.
- 2) Full funding from the provincial government should be provided for the region's first detoxification centre for women sponsored by St. Joseph's Hospital.
- 3) Support from all levels of government should be given to McMaster University to continue its specialized medical research. Not only are positive medical breakthroughs possible, but the development and export of world-class medical technology is also a likely result. Additional efforts should be placed on transforming medical research into local production.

Broader Recommendations

- 1) The Ontario government should increase the amount it spends on preventive health care and lifestyle advertising. Increased consciousness of our health needs will improve health and reduce long-term health care costs.

- 2) The Ontario government should encourage greater use of health care professionals such as physiotherapists, midwives, nurse-practitioners, and psychologists. Broadening the types of health care professionals used will reduce health care costs.
- 3) The Ontario government should work towards an overall policy to deal with the problems of senior citizens. For instance, seniors should be able to get information on all services at one central location. Homecare services for seniors, volunteer visitors, and other community based support groups should be supported and promoted as much as possible.
- 4) The Ontario government should be expanding homecare services to senior citizens while at the same time there should be continuing local efforts to persuade the province to provide additional funds for Homes for the Aged.
- 5) The Ontario government should increasingly emphasize and properly fund deinstitutionalization as another long-term method in combating the high cost of health care. For example, the poor level of follow-up often occurring in the deinstitutionalization of ex-psychiatric patients illustrates the need for proper funding and staffing.
- 6) The Ontario government should abolish OHIP premiums. The elimination of premiums will end a regressive tax and improve accessibility to health care. Additionally, the elimination of premiums would free \$500 a year for many families to spend on local purchases.
- 7) The provincial government should establish of a denticare program. In the beginning it could be phased in gradually with the first stage providing free dental coverage for children aged 12 and under.
- 8) The provincial government should allow the Regional Council to select citizen representatives on the Hamilton Health Council.

TRANSPORTATION

Decisions about transportation affect more than how we move people and goods. Transportation decisions have a direct bearing on the location of commercial operations and housing. Thus, transportation decisions must include environmental, social and economic concerns. Hamilton is fortunate in that it has an excellent multi-mode transportation system. The positive aspects of this system should be strengthened further as part of Hamilton's economic renewal.

Local Recommendations

- 1) To ensure informed transportation planning decisions, the data base currently being created by the regional government should be used to inform the public by issuing comprehensive figures which include economic, environmental and demographic information.
- 2) The city and region together should develop an overall public transit strategy to increase ridership over the next decade. To reduce rush hour traffic and reclaim much of the industrial land currently consumed by parking lots in the industrial north end and downtown, the region should consider a series of parking lots across

the Mountain. They would be served by regular route buses to destinations below the escarpment and by buses to specific plants where numbers warrant.

- 3) DARTS service must continue to be improved to ensure that all disabled citizens enjoy access to our community. Further, DARTS should be under the umbrella of the Hamilton Street Railway.
- 4) The city and region have now agreed with the Ontario government on a basic route for GO rail service from Hamilton to Toronto. Local governments should continue to work with Hamilton area MPP's and lobby the province until a date is confirmed for its installation. In the meantime, local lobbying efforts should pressure the provincial government to do the necessary studies to examine and assess the proposed route.
- 5) Due to much more stable population growth patterns than originally envisioned, and environmental and recreational concerns, the Red Hill Creek Expressway should be scrapped. The \$200 million cost cannot be justified. The region should proceed, then, to look at regional road improvements to serve the east Mountain, Satellite City, and eastern Glanbrook. In addition, the region should consider whether the east/west expressway, or some part of it, should be built to connect improved regional roads with Highway 403 or Highway 20. Consideration should also be given to other alternatives such as improvements to Highway 53, or improvements and extensions to Limeridge and Stone Church Roads.
- 6) The regional government should complete the perimeter road from the west end of Burlington Street, across the CNR yards to connect with Highway 403.
- 7) The city and the region should push the provincial government to proceed quickly with the planned re-routing of Highway 6 to connect with Highway 403 in Ancaster.

Broader Recommendations

- 1) The federal government should encourage a greater use of Hamilton's Mount Hope Airport. For example, a courier service to the airport from downtown Hamilton would be welcomed.
- 2) The federal government should examine the possibility of harbour-to-harbour water transportation between Hamilton and Toronto.
- 3) To increase the use of Hamilton Harbour, all levels of government must work together to ensure that the St. Lawrence Seaway provides inland ports such as Hamilton with access to world markets. Toll structures on the seaway should be reviewed so that Hamilton can compete fairly with other Great Lakes ports. If any renovations to the harbour are necessary, Hamilton, with its expertise in structural engineering and a major hydrodynamic study facility at Inland Water, should play a major research and production role.

TOURISM

With Hamilton's national image of "Steeltown", it is not very surprising that tourism is an industry which is often downplayed as a factor in the health of the local economy. Although the percentage of Hamilton's labour force employed in tourism is lower than the provincial average (7.4 per cent to 9 per cent), it still

employs over 15,000 people directly and indirectly. As part of its economic renewal, Hamilton must realize the potential and expand substantially the numbers employed.

Hamilton is situated almost ideally as a mid-point between Niagara Falls and Toronto, two major tourist destinations. Hamilton has an attractive physical setting, including a harbour and a section of the Niagara Escarpment. Hamilton also has a substantial history, highlighted by the battlegrounds of the War of 1812, pioneer homes of Upper Canada and the emergence of the steel industry in Canada.

If Hamilton's tourism industry is to achieve its potential, there needs to be more promotion and much more coordination among the private tourist operations, the regional government and the provincial government. There are simply too many tourism opportunities available in Hamilton to let them remain undeveloped.

Local Recommendations

- 1) Regional council should undertake a feasibility study, examining the creation of a special "Steel Science Centre" using Hamilton's "Steeltown" image. The centre, which would be similar to Sudbury's Science North, would include displays on the history of iron working, steelmaking and machine tool technology, facilities for on-going steel research, and guided tours of Hamilton's steel furnaces in cooperation with the city's steel companies.
- 2) The regional government should substantially expand its tourism promotional efforts from its current two-person operation. For example, the new \$2 million Mediterranean Garden at the Royal Botanical Gardens is a very promotable tourism asset. Efforts must be made to identify suitable markets for Hamilton tourism promotions.
- 3) Many of Hamilton's smaller tourist sites and museums should coordinate and perhaps pool their promotional activities to produce larger scale, more effective efforts. Consideration should also be given to further coordination of promotional efforts undertaken by the regional government.
- 4) The Hamilton Waterfront Master Plan 1985 should be implemented as quickly as possible to develop a tourism/recreational attraction that makes effective use of Hamilton's harbour. The permanent mooring of a replica of the Hamilton and/or the Scourge could be an important component of this area's tourism potential. As part of the continuing redevelopment, there could be boat tours of the harbour.
- 5) The regional government should undertake a study, perhaps by hiring history and marketing students, to catalogue all the War of 1812 sites in the region with a view to the future enhancement of tourist promotion. Possibly this study could be a joint effort with the Regional Municipality of Niagara.

Broader Recommendations

- 1) Local pressure should be applied to have the Ontario Ministry of Tourism establish information booths at the intersection of Highway 20 and the QEW and at the junction of Highway 403 and the QEW.
- 2) Tourism promotion conducted by the province should not be overly Toronto-centred. All regions of the province, including Hamilton, should be promoted in

Ontario's tourist advertising.

- 3) The Ontario government needs an effective strategy for tourism to integrate student summer employment, culture and tourism grants so that tourist operators need to be able to plan their expenditures in advance and with regularity, without having grant programs change every year.
- 4) With a greater promotional effort underway, consideration should be given to having Hamilton designated as a tourist area by the province and locating a regional office of the Ontario tourism ministry in the city.
- 5) The citizens of Hamilton should not bear the major costs involved in the raising of the Hamilton and the Scourge. This project is of national importance and the financial responsibility should belong to both the federal and provincial governments.

SPORTS AND RECREATION

Hamilton's hosting of the World Junior Hockey Championships in December of 1985, in the new Victor K. Copps Arena did a great deal to boost civic pride. All across Canada it became clear that Hamilton is a very enthusiastic sports town. The hockey tournament did more than instill pride. It was a shot to the local economy as visitors flocked to the city, spending \$10.7 million. Clearly the city will benefit from its continuing efforts to attract major sporting events.

The increasing interest in sports and fitness in the past decade is made evident by the high demand for municipal recreation facilities, by the expansion of private fitness centres and by the growth of expenditures in sports equipment of all kinds.

Hamilton must plan for this increased level of recreational activity so that the city can benefit from it as part of the city's economic renewal.

Local Recommendations

- 1) As part of Hamilton's continuing efforts to attract major sporting events, an eight lane, fifty metre Olympic-sized pool, with an accompanying warm-up pool should be constructed at McMaster University. Funding should come from all levels of government, the university itself and a community fundraising effort.
- 2) Public and private sports and recreation organizations should coordinate the establishment of a skills bank - a central information resource centre which would list the different types of programs and activities underway in Hamilton, as well as the respective developers of these athletic programs. Thus the programs would remain in Hamilton even if the developer moves on.

Broader Recommendations

- 1) The city and regional governments should press the Ontario and Canadian governments to outline what their levels of funding will be well in advance of the fiscal year so that the relevant organizations (athletic associations, municipal governments, etc.) can plan their financial expenditures for the upcoming year.

- 2) Government funding for athletics should be given to non-profit organizations which provide community based sports and fitness programs.

ENVIRONMENT

Damage to the environment has been an unhappy by-product of industrial production. Environmental protection must be considered part of production. As part of Hamilton's economic renewal, major environmental clean-ups must be undertaken. But the city must also see this clean-up as an opportunity to benefit from the research and development of pollution abatement technologies. The development of abatement technologies should be complemented by the creation of processes which will make profitable the reclamation, recycling and re-use of wastes.

Hamilton has been a major victim of environmental damage - quality of air and water, loss of potential tourism revenue, reduction of recreational space. It only makes sense that the area should benefit from environmental improvements by encouraging the development of a pollution abatement industry.

Local Recommendations

- 1) The regional government should compile an inventory of environmental problems, develop clean-up proposals, and seek financial assistance from the senior levels of government. The dredging of the Windermere basin and clean-up of Hamilton Harbour should be high priorities.
- 2) The region should hire a consultant to study the provincial Ministry of the Environment's short-term objectives of industrial and municipal pollution abatement. The consultant should find areas where research is still required and areas where technology is not now available in Canada. Further, the consultant should report to council recommending: (a) research which could be handled at McMaster, or at a local industry; (b) existing local industry which could handle the development and manufacture of abatement technologies; and (c) industries which should be attracted to Hamilton, or created by local initiative, for the development and manufacture of abatement technology because the appropriate industrial infrastructure already exists.
- 3) The various environmental organizations in Hamilton should coordinate their research and lobbying efforts under one roof - an "Ecology House." Included in this house should be a comprehensive database capable of providing environmental analysis and assessments.
- 4) Each summer the local government should hire students to produce brochures and canvass with them to facilitate public understanding of initiatives being taken on environmental matters and to generate public support for these initiatives.

Broader Recommendations

- 1) City and regional councils, area provincial and federal members of parliament, and local industry should exert pressure on the senior levels of government to ensure that the appropriate environmental research occurs in Hamilton.

ENERGY

Canada has the highest per capita consumption of energy in the world. Energy conservation and efficiency programs and/or initiatives in the U.S. and Europe have clearly demonstrated that there are substantial savings of energy and dollars to be gained from energy efficiency. These dollars can be spent or invested in the community. Existing programs and initiatives in other jurisdictions show clearly that the best vehicle for delivering energy conservation and efficiency is the local utility.

Local Recommendations

1) Hamilton Hydro should create an energy conservation department with three sections: energy audit and design; the construction retrofit referral and inspection; and energy efficient products.

The energy audit and design section should begin an energy audit of all residential, commercial and industrial buildings in Hamilton to find inefficiencies and to suggest remedies with details of costs involved.

The construction retrofit referral and inspection section should put consumers in contact with contractors who have expertise in energy efficiency techniques. This section should provide inspection and approval services to prevent scams that went on in former insulation programs.

The energy efficiency products section should develop and maintain a data bank on energy efficient appliances, technologies and products. The information should be available to residents as an annual catalogue to be distributed to Hamilton Hydro customers. In addition, this section should provide brochures regularly with updated information on new or improved technologies. These can be included with customer's bills.

This products section should develop marketing mechanisms to make energy efficient products easily available.

2) Hamilton city council should create an energy conservation department to identify and promote appropriate and feasible energy conservation projects in Hamilton in both the public and private sector.

In consultation with the regional engineering department and the city's building department, this new department should identify and promote energy conservation potential in new developments or major redevelopments. Initially the programs should focus on commercial and industrial potential for such things as district heating and co-generation. The department should become involved in promoting energy efficiency projects in new residential developments. In addition the department should ensure a significant energy conservation component in all urban renewal assistance programs including the many homeowner grant programs, to complement and assist the work of the Hydro Electric Commission.

ARTS AND CULTURE



Take the arts out of life and almost nothing is left: no music, colour, design, or written word. Art not only invades every aspect of our lives, but is necessary for our personal well-being. By the same token the arts are a necessary part of Hamilton's well-being, and an important part of the local economy.

In 1984, the Hamilton area hosted 1,487 cultural events by 61 arts groups which resulted in \$39 million in direct expenditures and \$12 million in induced expenditures. Of this amount, \$6.5 million was spent on salaries. Support for cultural activities by the community is evident by the fact that there are over 14,000 members of the various arts organizations with 2,500 active volunteers.

The arts and culture industry must be supported and expanded, not only because of its own value, but also because of the further economic benefits the arts bring through the attraction of conventions and the boosting of tourism. Unfortunately, both the local and provincial levels of government underfund the arts in Hamilton. The city spends only four per cent of its budget on the creative arts (14th out of 15 principal cities in Ontario). Hamilton is again 14th out of 15 cities in provincial grants per capita received for culture and recreation (\$2.53 per capita, compared to \$4.64 per capita in Windsor).

A new home for the theatre could double its audience, add to the variety of productions, inject \$6 million into local construction and renovation, spin off a further annual \$2 million for local businesses and lower ticket prices if the Theatre Company moves into the Old Custom House permanently.

Local Recommendations

- 1) The City of Hamilton and area MPP's should lobby aggressively for a doubling of the provincial culture and recreation grants from \$2.53 to \$5 per capita.
- 2) To complement increased provincial funding for arts and culture, the City of Hamilton should aim to double the percentage of the municipal budget spent on the creative arts from four to eight per cent. Additionally, Hamilton, with its low per capita debt and its good debt management record, should increase its debt

marginally to invest in capital facilities for the arts.

- 3) Representatives of the Hamilton arts community, federal and provincial members of parliament, and city councillors should meet annually.
- 4) Cooperation and coordination at the local level between the arts and tourism industries to produce events like Hamilton Philharmonic Orchestra recitals at the Royal Botanical Gardens, artist workshops in local malls, and summer musicals at Confederation Park should be encouraged.
- 5) A new home for Theatre Aquarius should be found immediately.
- 6) Hamilton should investigate the possibility of promoting the development of a commercial design centre.
- 7) The regional government, with provincial assistance, should find an appropriate home for the regional arts council.

Broader Recommendations

- 1) To allow the arts industry to plan its activities in a fair and efficient manner, the provincial government should publish its funding plans well in advance of the fiscal year.

EDUCATION

The Hamilton area's three school boards employ 5,400 teachers and 1,700 support staff and pay \$128 million in salaries, most of which is spent on goods and services in the region. The boards spend \$41 million in local purchases. Mohawk College pays salaries of \$42 million and spends \$12 million locally. McMaster University is the fourth largest employer in the region, with a faculty salary bill of \$65 million and administrative and support staff bills of \$41 million. The university spends \$38 million locally in goods and services, and McMaster's students contribute an even greater amount to the local economy.

Education is not only a major economic force in Hamilton, it also plays a vital role in the success of every other sector of the area's economy. But the education system is badly underfinanced.

A commitment is needed to the concept of continuing, life-long education - the development of generic skills, throughout one's life and career. We need to strike the right balance between acquiring specific marketable skills and a general, wide-ranging education.

Effects of the gradual withdrawal of provincial funding from the two school systems have been severe with bitter disputes arising from the allocation of too few resources to too many problems. As well, Hamilton's post-secondary institutions are hampered by over a decade of underfunding, lessening their ability to train adequately the next generation of Canadians in the advanced technology of today, let alone their capacity to develop the new technologies of tomorrow.

Local Recommendations

- 1) School boards should set annual targets for the reduction of the drop-out rate and devise clear strategies to reduce it each year.
- 2) School curriculum must develop entrepreneurial skills and emphasize the idea of cooperatives and small businesses in creating new jobs and products.
- 3) The study of the value and history of work, the nature and goals of democratic labour organizations, and the significance of collective bargaining to an orderly economy should made be part of every child's education. Existing labour studies curriculum should be implemented locally.
- 4) The city should begin negotiations with the Canadian Labour Congress to establish a national labour college in Hamilton.
- 5) The region and the municipalities should set an example as employers by implementing a paid educational leave (PEL) plan for all municipal employees. They should develop a joint municipal, employer, labour, education lobby to persuade the provincial government to undertake a regional experiment in the operation of a contributory PEL plan in the private sector.
- 6) The school boards, McMaster and Mohawk should expand their inter-institutional cooperation and develop integrated adult education programs oriented, among other things, to cater to the needs of paid education leave students.
- 7) The three area boards of education should combine their forces in the offering of adult basic education and expand the program now offered at the St. Charles School. All agencies offering adult education should combine in a Council of Continuing Education.



- 8) The Regional Economic Development Office, Mohawk College, and McMaster University, together with the Ontario Research Foundation should establish an active technology transfer unit to explore potential industrial spin-offs in local research and invention.
- 9) Local educational institutions should be encouraged to expand their policies of local and Canadian purchasing.
- 10) The city and region should join with school boards, local employers, and labour to advance the work of the Industry Education Council to resolve any local impediments to young people finding jobs.

Broader Recommendations

- 1) The province should return to paying a 60 per cent share of education funding.
- 2) The region should construct a high powered lobby to persuade the provincial government that:
 - (a) College and university grant levels should, at minimum, reach the national average per student expenditures of the other nine provinces.
 - (b) Full research overhead costs should accompany all provincially awarded research grants.
 - (c) Accelerated depreciation, through tax and grant structures, of computer equipment should be provided so that state-of-the-art computing facilities can be maintained.
 - (d) The workload proposals of the Skolnik Report in our colleges should be implemented to enhance instruction and academic achievement.
- 3) Boards of education should put in place an integrated technological and science curriculum from junior kindergarten to Grade 13.

RELIGION

The 225 churches in Hamilton not only provide spiritual guidance for many residents but they also are involved in a wide variety of social and economic activities. Church organizations sponsor, among other things, senior citizens' recreation, co-op housing, hot meals for the poor, counselling for the unemployed, educational and health services and "computers and children" centres. The United Church alone has over \$35 million in housing investments in Hamilton.

Further, many churches play a vital role in criticizing the existing economic order, reminding us that the economy was made for people, not people for the economy. Some religious groups are turning their creative energies to alternative models of economic development. The Ecumenical Cooperative Development Society (ECDS) and the Fund for Workers' Enterprise (FWE), founded by Christians for a Cooperative Society are innovative local examples of the community engaging in economic development. The religious community will continue to play a role in fostering economic and social renewal.

Local Recommendations

- 1) Churches should continue to promote alternative forms of economic development.
- 2) Churches should consider joining forces to expand local investment funds or copy those elsewhere such as "Bread and Roses" credit unions which focus their activity on ethical and socially useful investment.
- 3) The local governments and churches should collaborate in developing senior citizen, co-op and non-profit housing and other economic activities.
- 4) Several Hamilton churches are historic landmarks and should be included in local tourist promotions.

Broader Recommendations

- 1) The National Council of Churches should be encouraged to designate Hamilton as an experimental centre in the application of their social and ethical teachings about community economic development.

CONCLUSION

The challenge to Hamilton is clear. A concerted effort must be made locally if we are to influence the economic regeneration of the city. Economic renewal requires action by local government but it also relies on the activities of various community groups as well as local leaders from business and labour.

This report offers many recommendations. Those which require the approval of senior levels of government should be argued for forcefully by Hamilton's federal and provincial representatives. We must fight to ensure that all of Hamilton's citizens are treated with fairness and that they share in the city's economic wealth.

The majority of the recommendations, however, can be done through local initiatives. We hope that this report will provide a guide for citizens and citizens' groups to ensure a more democratic and prosperous community and more diversified local economy. The challenge to Hamilton is to ensure local direction and control over its economic renewal.

Appendix A

Enterprise Centre

To assist in Hamilton's economic redevelopment, an enterprise centre should be established. Enterprise centres allow new and expanding small businesses to reduce expenses by sharing many of the administrative costs involved in starting up and operating. They have proven successful in Manitoba and Great Britain. Ontario has recently announced funding for seven enterprise centres scattered throughout the province. Additionally, this method of renewal is energetic as it relies upon support from the local community.

Extensive services would be provided by an enterprise centre. Tenants could rent workshop or office space at below-market rates for up to three years, increasing from 60 per cent of market rates the first year to 75 per cent in the second and 90 per cent in the third year, to reduce costs in the "incubation" period of a small business. Also tenants would share, on a cooperative basis, secretarial, accounting, copying, computer and answering services. Consultations provided to tenants regarding business practices and management methods would be available on an individual basis and through regular seminars. Some of the consulting could be done by business students through the existing program at McMaster University. Seminars could be run not only for the benefit of the tenants but also for other emerging small businesses.

Tenants for the enterprise centre should be engaged in manufacturing, assembly or service operations, although retail outlets will be considered. Businesses should also provide jobs for more than one person. Preference will be given to unemployed individuals and cooperatives from the Hamilton area. All applicants must, in any case, complete the seminars run by the centre (or equivalent) before they are accepted as tenants. Prospective tenants will be interviewed and selected by the directing committee of the centre.

This committee would be composed of representatives from the sponsoring groups such as business, labour, municipal government and other community organizations who are able to provide business consultations and technical expertise. The committee should establish a general plan within the first six months of its existence and hire a full-time manager. The manager would be responsible for the centre and will be supported by one junior management staff and two administrative/secretarial assistants.

The supporting community groups will be very important to the success of the centre, as they add prestige, technical skills and possibly supply materials. These groups would also have a role to play in the financial viability of the centre. Start-up costs will be substantial. Whatever building is chosen, or donated, extensive renovations will have to be made and paid for by the community. The centre may be able to use some of the existing government employment subsidy programs to offset the costs of its staff. Revenue will, of course, be derived from rent. Other revenue may come from fees paid by outside clients for consulting services. Capital for tenants may become available through the establishment of a community development investment fund.

As mentioned earlier, the Ontario government is currently supporting enterprise centres in a small number of communities on an experimental basis and

will not be sponsoring any other centres for another two years. If the government does decide to sponsor other centres, Hamilton should apply for financial support.

Appendix B

Community Development Investment Fund

The concept of a community development investment fund is quite simple. It will provide a pool of capital for small entrepreneurs, cooperatives and worker buy-outs. Residents will either invest in or lend their savings to the fund and in return will receive either dividends from the profits of the economic organizations or interest on their loans.

In the first year, the province should match dollar-for-dollar any local private or public money raised. Further capital may be raised by transferring money collected through the Fund for Workers' Enterprise, although stipulations could require that only cooperatives and worker buy-outs have access to this money.

The administration of the fund will be under the auspices of the Community Economic Renewal Unit, which will appoint a special committee. The expertise of the Enterprise Centre will help in making decisions regarding which organizations should receive money. As well, the Enterprise Centre may be used both as a place of locating a new business and as a source of advice for the new operations.

The community development investment fund will allow Hamilton to participate in the process of economic renewal.

Appendix C

Community Economic Renewal Unit

To coordinate the local economic renewal initiatives, a community economic renewal unit should be created. The unit will consist of a small professional core with a senior representative from key community groups: business, labour, local government, education, human services and the cooperative/alternative economy sector. The unit will be run by a managing director with one support staff.

The unit will examine the overall economic and social development of Hamilton and encourage innovative developments and new production processes. To ensure a full monitoring of local developments, the unit should have access to the data currently being compiled by the regional government. The unit will also provide links between different economic sectors on, among other things, product design, import replacement and technology transfer. All major projects of the unit will be reported to Regional Council.

Financial support for the Community Economic Renewal Unit could be provided by either the provincial or federal government. Additionally the senior levels of government should give moral as well as financial support. The senior levels of government can promote a variety of methods of community economic development such as enterprise centres, development funds and renewal units. They should channel some of their administrative and financial resources to community development programs to give the citizens of Hamilton, and other cities, the opportunity to gain more control over the future development of their respective communities.

Appendix D

Groups Represented at Hamilton Challenge Community Meetings 1984-85

Arts and Culture

Dundas Valley School of Art; Hamilton Artists Inc.; Art Gallery of Ontario; Hamilton and Region Arts Council; Women's Art Association of Hamilton; Opera Hamilton; Canadian Authors Association; CBC: Ontario Regional Affairs; Hamilton Philharmonic Orchestra; Hamilton Public Library; Royal Botanical Gardens; Department of Culture and Recreation, City of Hamilton; IATSE - Stagehand Union; IATSE - Projectionists Union; Hamilton Board of Education; Hamilton Regional Indian Centre; Photographers' Union.

Education

Hamilton Board of Education; Mohawk College; Continuing Education, McMaster University; Hamilton-Wentworth Regional Social Services; Hamilton Public Library; CEIC; Hamilton Chamber of Commerce; Local 240 OPSEU (Mohawk); Local 241 OPSEU (Mohawk); Ontario Secondary School Teachers Federation; Ontario English Catholic Teachers Association; Association of Early Childhood Education; Local 1344 CUPE, Hamilton Board of Education; Industry Education Council.

Environment

Conservation Society of Hamilton-Wentworth; McMaster University; Hamilton Region Conservation Authority; National Water Research Institute; Save the Valley Committee; Hamilton Harbour Commission; Dundas Valley Conservation Committee.

Health Care

Multiple Sclerosis Society; Hamilton General Hospital; Alzheimer's Society; Addiction Research Foundation; United Senior Citizens' Committee; Chedoke - McMaster Hospital; St. Joseph's Hospital; Hamilton and District Labour Council

Manufacturing/Construction/Small Business

Royal Oak Dairy; Atlas Paperboard Boxes; Hop Mac Inc.; Hamilton Home Builders Association; Ennis Paikin Steel Ltd. Mechanical and Electrical Construction Associations; The Cooperage; Hamilton Construction Association; Pigott Construction; Corham Developments Ltd.; McMaster University; Hamilton and District Chamber of Commerce; Glendale Spinning Mills (1981) Ltd.; Drummond McCall Inc.

Labour

United Steelworkers; United Auto Workers; Local 105, International Brotherhood of Electrical Workers; Local 793, International Union of Operating Engineers; Local 128, Boilermakers Union; United Electrical Workers

Recreation and Sports

City of Hamilton; YMCA Hamilton; YWCA Hamilton; Kirkendall-Strathcona Neighborhood House; Hamilton Squash Club; First Place Seniors and Community Centre; Circle Raquetball Club; Hamilton-Wentworth Aquatic Club; Hamilton Olympic Club; CANUSA Games.

Large Manufacturing

Westinghouse; National Steel Car; Stelco; Greening Donald; Dofasco
Canadian Manufacturers' Association

Local Government

Regional Municipality of Hamilton - Wentworth; City of Hamilton.

Religious Organizations

Jewish Social Services of Hamilton; Good Shepherd Centre; Kirkendall - Strathcona Neighborhood House; St. Joseph's Hospital; Roman Catholic Chancery; The Working Centre; Shallom Village; Canadian Bible Society; Central Presbyterian Church; Westdale United Church; McNab Presbyterian Church; Christ Church Cathedral; Bethesda United Church; The Salvation Army; St. George Anglican; McMaster Christian Reform; Mennonite Church Service Unit.

Small Business/Retail

The Gown and Gavel; The Graphics Factory; Dundurn Home Hardware; New Dundee Pie Shoppe; The Classic Home; Ryckman's Insulation

Social Services

Family Services of Hamilton-Wentworth; McMaster University; Amity Rehabilitation Centre; Social Planning and Research Council; Volunteer Bureau; Canadian National Institute for the Blind; Jewish Social Services of Hamilton; YMCA Hamilton; YWCA Hamilton; Big Brothers Association; Hopehaven Home; PATH Employment Services; BOOST; Hamilton and District Association for the Mentally Retarded; Children's Aid Society of Hamilton-Wentworth; Victoria Park Homes; United Way; Community Council for Employment of the Disabled; UAW; Jubilee Consultants.

Tourism

Royal Botanical Gardens; Hamilton-Wentworth Creative Arts; Hamilton-Wentworth Region; City of Hamilton; Football Hall of Fame; Royal Connaught Hotel; Sheraton Hotel; E.K. Tourboat Works; Hamilton Chamber of Commerce; Dundurn Castle.

Transportation

Hamilton Auto Club; Coalition on Sensible Transit; Hamilton Harbour Commission; D.A.R.T.S.; Hamilton Street Railway; Local 879, Teamsters; Hamilton Civic Airport; GO ALRT Program; Local 1654, International Longshoremen's Association; Local 107, Amalgamated Transit Union; Hamilton Association of Taxi Owners and Drivers; City of Hamilton.

HAMILTON PUBLIC LIBRARY



3 2022 21335732 6